



# Growing Regeneratively

**HORN FARM CENTER**  
2022 ANNUAL REPORT

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## A Letter from the President

**“ In this time of climate crisis, we recognize the importance of making no small plans.”**

Years ago, when I was in teacher training at Millersville University, I learned about “The seven Ps of Perfection: Proper Prior Planning Prevents Pitifully Poor Performance.” 2022 was a year full of planning — planning the farmhouse rebuild, perfecting our Land Use Management Plan, expanding educational programming, as well as progressing on our ever-evolving strategic plan “Perennializing the Farm.” In many ways, the Horn Farm Center is experiencing a rebirth at this time in our history. Thanks to the leadership of Executive Director Alexis Campbell, the Horn Farm team continues to make an impact through a difficult year of working out of trailers and making do with limited infrastructure.

Throughout 2022, the Farmhouse Rebuild Committee spent many hours meeting with architects, engineers, and energy experts, carefully designing a rebuilt farmhouse that reflects our organizational values. We seek to build in a way that builds relationships while optimizing utility, maintaining the building’s historical character, and minimizing our impact on nature by creatively reusing and recycling what we have, seeking out natural, local materials, and achieving exceptional energy efficiency. While it may seem to the casual observer that it is taking a long time to get to the point of physically rebuilding the house, we are conscious of the importance of proper prior planning: planning for the long-term — laying a firm foundation for the learning experiences and critical operations that will take place there. In this time of climate crisis, we recognize the importance of making no small plans. So, we plan for growth, knowing that the Horn Farm’s unique perspective is sorely needed in the world. We plan with the understanding that we are the ancestors of future generations who will inherit the world we leave to them.

As we continue to plan for the future, we are growing in many ways. Our board has expanded, and we have grown our staff from just four to seven. Our

staff and board are better acquainted and more collaborative, which has strengthened the health of the organization. We’ve seen strong attendance at our signature trainings and workshops, as well as another successful Plant Sale and record-breaking attendance at the 2022 Pawpaw Festival. The growing popularity of these programs and events are indicators of the public’s hunger for ecological knowledge and for connection with the land and each other.

We are grateful for all the individuals, organizations, and businesses that have rallied to help the Horn Farm Center. We value your support as we continue to grow and fulfill our mission: to foster learning through ecological land stewardship, experiential education, and community partnership. As John Donne so eloquently wrote, “No man is an island.” In the same way, we can say no organization is an island. We are all participants in the success of the whole. While we each have different roles to play, and some roles are more noticeable than others, the health of the whole is dependent upon the contributions of each of the participants. This is true not just for organizations but for the ecological systems we strive to support, strengthen, and protect. Each of you has an important role to play in the success of the Horn Farm Center.

Communities working together have a way of accomplishing great things. As we rise to the occasion at this historic moment, the commitment of each of us to help heal the land has a multiplier effect that is greater than the sum of the parts. The old truth remains relevant today: “United we stand, divided we fall.”

We dare to dream big, and with your help, we plan to succeed.

**Dave Dietz**, Board President



# Impact by the Numbers

# 2,000

Native Trees Planted

# 48

Participating  
CSA  
Members

# 20

New Land  
Stewards and  
Ecological  
Gardeners  
Trained

# 816

Educational  
Participants

# 186

Acres of Farmland  
and Forest Preserved

# 336=1519

Volunteers

Volunteer Hours

# 2300

Pawpaw Fest Attendees

# 102

served

# 39

Community Plots

Families

# 1

Educational  
Internship

# 2

Seasonal  
Land  
Stewards

# 3

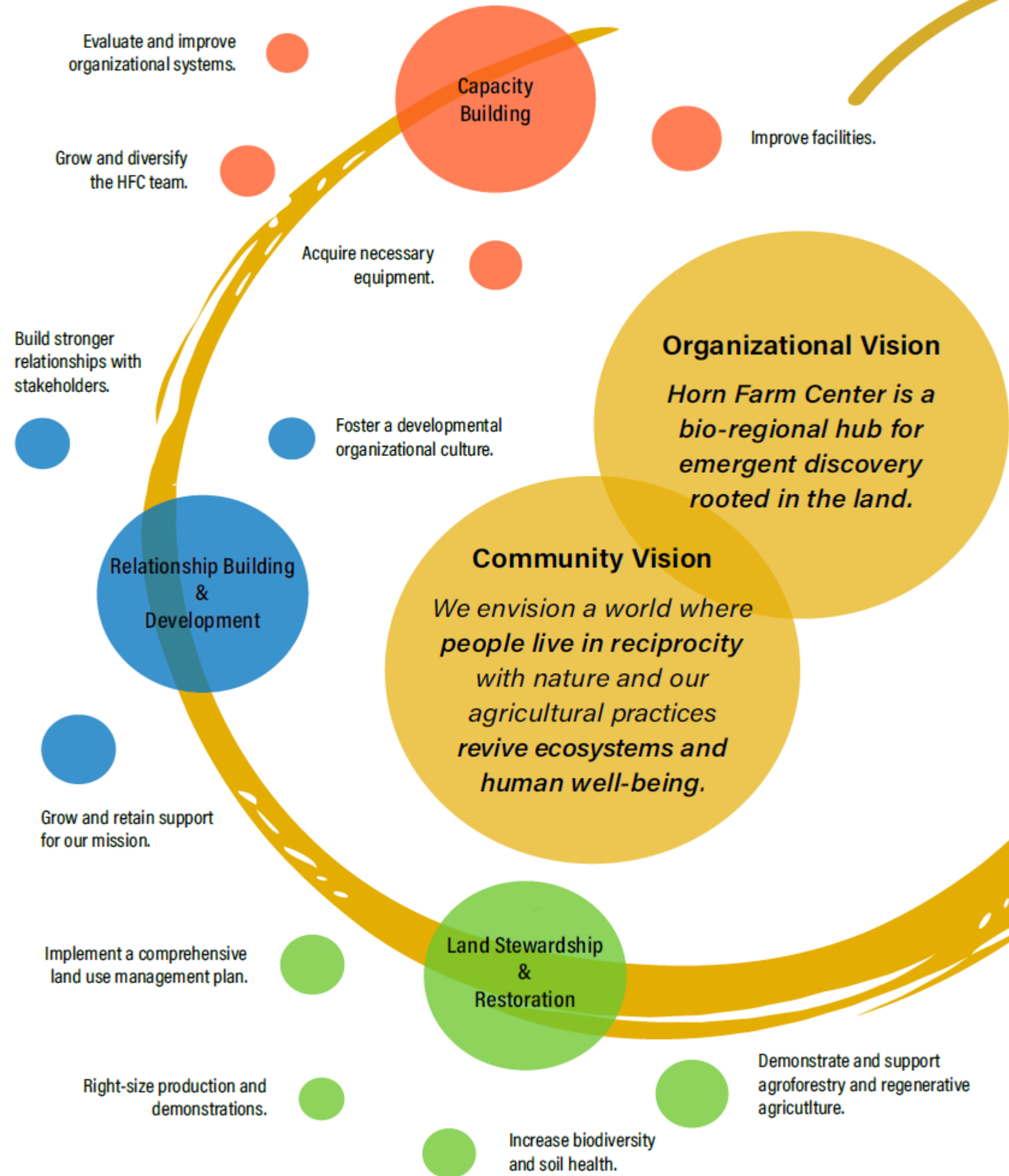
New  
Permanent  
Staff





# An Evolutionary Plan: Perennializing the Farm

The Horn Farm Center fosters learning through ecological land stewardship, experiential education, and community partnership.

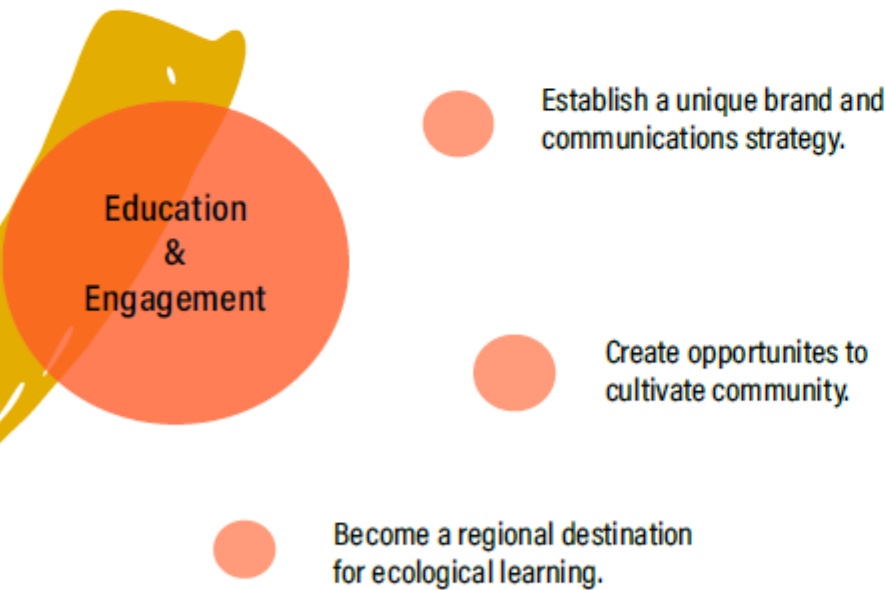


# The Rebuild: Planning with Intent

**At the Horn Farm Center, we are cultivating a more mature, refined, and resilient organization.**

We are expanding fundraising, diversifying our programs, and broadening our reach through community events. We are refining our administrative processes and positioning the organization to manage a growing board, staff, donor, learner, and volunteer base. With new energy and ideas sparking innovation, our talented, hard-working team is making a deeper impact on the land and in our community.

This regenerative approach is woven into our evolutionary plan "Perennializing the Farm," and it is exemplified in the planning process for our farmhouse rebuild. With great intent, we are designing a facility that will long serve our community in alignment with our values, organizational goals, and budgetary constraints.



- 1 Recovery: Complete**  
In the year following the fire, we focused our efforts on responding to the fire and recovering our operations.
- 2 Design: In Progress, 75% Complete**  
We are currently working with Murphy & Dittenhafer, Lewis Contractors, and 7group. Fundraising efforts are underway.
- 3 Construction: Tentatively Begins Summer 2023**

If our design process stays on track, we will begin rebuilding the farmhouse this summer.

The new building will feature:

- Large classroom space with a restroom and kitchenette on the first floor
- Office spaces, a restroom, and storage space upstairs
- An energy and water efficient building
- Public access composting toilets and other site improvements



For more information and to donate to the rebuild, scan the QR code or visit [rebuildhornfarm.com](https://rebuildhornfarm.com)

# A Letter from the Executive Director

**“THE MARK OF A REGENERATIVE SYSTEM IS NOT JUST GROWTH, BUT CONTINUAL RENEWAL AND STRONG RELATIONSHIPS.”**

## New Soil for Regenerative Growth

In early succession, pioneer species inhabit rugged conditions and survive in the absence of resources. Over time, through natural cycling, resilient lichen and plants build organic matter and nutrients, creating new soil for larger plants to grow.

Since our incorporation in 2004, the Horn Farm Center has gone from concept to impact; we have evolved from volunteer-driven projects to seven paid staff that serve a community of over 3,000 each year. We have made incredible progress in a few short years, despite our small size and accompanying limitations. Passion, enthusiasm, and people power have fueled our momentum and allowed us to grow on rugged ground.

When we speak of growth, we often mean the never-ending pursuit of profit, limitless expansion for the sake of GDP. In our socio-economic system we measure success by more: more production, more customers, more revenue. But in nature, unlimited growth is an indicator of an imbalanced system.



## At the Horn Farm Center, We Champion Regenerative Growth.

The mark of a regenerative system is not just growth, but continual renewal and strong relationships. Growth means that we are mindfully evaluating our organizational systems, taking care to plan not just for short-term gains but for long-term health and future generations. And, like downed trees in the forest, pruning programs and right-sizing our operations will create space for more mission-aligned work.

As we approach our 20th Anniversary in 2024, the Horn Farm Center is evolving into a new period of growth. This is the focus of “Perennializing the Farm,” our new strategic plan outlined visually on pages 3 and 4.

In nature, disturbance is an agent for change. The farmhouse fire has catapulted our strategic vision forward in ways that we couldn’t have imagined. What we thought was a long-term objective is now a near-term reality. From this new frame of reference, we are building a strong, adaptive organizational system that is both sustainable and regenerative.

Of course, we can’t do any of this without our community. Generous donor support has sustained us through these successions from disturbance to momentum, with all the hills and valleys in between. With your support, we can continue our pursuit of rebalancing and demonstrating models for holistic growth: from healing our ecosystems to reconnecting ourselves with nature, building reciprocal community, and contending with the global environmental challenges that face us and our children. These are the actions and occasions we strive to give in gratitude for your giving.

Thank you for being a friend of the Horn Farm Center.

**Alexis Campbell**, Executive Director





# Financials

## 2022 Expenses

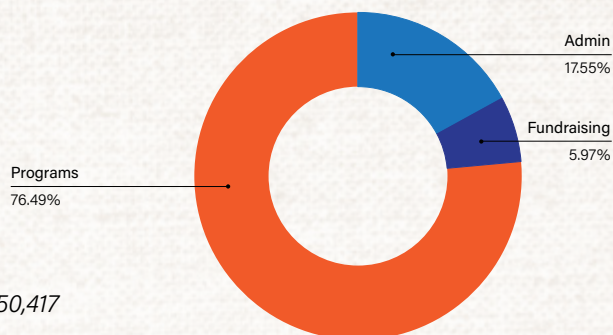
Programs  
 ■ \$407,453

Admin  
 ■ \$93,464

Fundraising  
 ■ \$31,796

Total = \$532,686

Total Fire Related Expenses in 2022: \$50,417



## 2021 Expenses Compared

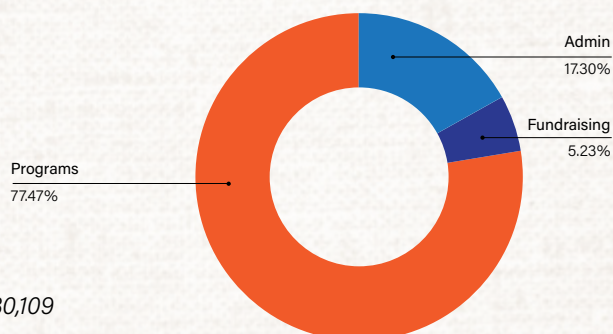
Programs  
 ■ \$ 311,682

Admin  
 ■ \$ 69,599

Fundraising  
 ■ \$ 21,043

Total = \$ 402,324

Total Fire Related Expenses in 2021: \$30,109



## 2022 Income

Program Fees & Generated Income	\$100,175
Special Events	\$29,160
Endowment	\$141,594
Interest Income	\$2,124
Gifts In-Kind	\$175
Grant Income	\$23,850
Contributions	\$54,454
Building Fund (Restricted)	\$591,552
Insurance Coverage	\$389,714
Contributions	\$23,838
Grants	\$178,000
<b>TOTAL</b>	<b>\$943,084</b>

\*2022 Income and expenses are preliminary and have not been audited.



# Thank You, Donors

We thank the following organizations, businesses, and individuals for supporting our mission.



## Foundation, Government & Corporate Grants

Berks County Community Foundation's MetEd Penelec Sustainable Energy Fund  
Chesapeake Bay Foundation  
DCNR PennVest  
The David Hogg Family Foundation  
The Donald B. & Dorothy L. Stabler Foundation  
The Endangered Species Coalition  
FirstEnergy Foundation  
The Hershey Company  
J. William Warehime Foundation

Keep Pennsylvania Beautiful & GIANT Company  
The Powder Mill Foundation  
Rotary Club of York & The York Rotary Charitable Endowment Fund  
Schneider Electric Foundation  
State Farm Companies Foundation  
York County Community Foundation Funds, including the Sustainable Energy Fund  
York County Economic Alliance & Community First Fund  
York County Land Bank Authority

## Corporate Contributions

7group  
Beazley USA Services  
C. S. Davidson, Inc.  
The Cycle Works  
Eastern York School District  
Emmanuel United Church of Christ  
Energy Opportunities  
Hallam Borough  
Hometown History  
John Wright Restaurant  
Kwee-Jack Fish Co., LLC  
Lancaster Conservancy  
Lebanon Seaboard Corporation  
Locally Seasoned  
Miller Plant Farm  
Natural Awakenings of Lancaster/Berks and South Central

Octoraro Native Plant Nursery, Inc.  
Richards Energy Group, Inc.  
Rivertownes PA USA, Inc.  
Rutter's Children's Charities  
Shipley Energy  
Sonnewald Natural Foods  
Stauffers of Kissel Hill  
Susquehanna Sustainable Enterprises, LLC

Traditions Bank  
United Way of York County  
UPMC  
Wegmans  
The Wenger Group, Inc.  
York County Solid Waste & Refuse Authority  
York Water Company

## Individual Contributions

Shirley Axe  
Devin Babcock  
Peggy Bair  
Metta Barbour  
Michael Barlett  
Peggy Baum  
Richard Bell  
John Boecker  
Wanda Boone  
Dave Bradley  
Joe Brillhart  
Randy Byrnes  
Alexis Campbell  
Vlacia Campbell  
Lynn Caplan  
Danille Carroll  
Ann Chadwell  
Sarah Chain  
Kathleen Clark  
Nicole Clark  
Allen Clements  
Roy Clevensine  
Wendy Colby & Charlene Senglaub

Richard Cooper  
George Cramer  
Naomi Crimm  
Erin Darby  
Scott Dedman  
Francie Delaney  
David Dietz  
Karen Edmonds  
Lynne Eitel  
Rami Enbashi  
Brian Engelhardt  
Amy Evans  
Carolyn Fetrow  
Sharon Fisher  
David Freiberg  
Jennifer Frey  
Denise Gaebel  
Erin Gattuso  
Ellen Gibb  
Aaron Gingrich  
Amy Gunarich  
Nathan Hardman  
Patricia Haverstick  
The Hayman Family

Jan Herrold  
Stephanie Himes  
Kendra Hoffman  
Kim Hogeman  
Dwight Honecker  
Steven Horning  
Matthew Horst  
Raymond Hovis  
Kandace Huggins  
Amanda Humbert  
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Steve Izzo  
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Whelan Family Fund  
Michael & Julie Wheeler  
Barbara Wilson  
Ed Wilson  
Abbie Wissmann  
Coni Wolf  
Elizabeth Wolf  
Lucy Wood  
York Friends Meeting  
Christi Zelis  
Kinley Zook



We took every precaution to get this list right, but sometimes, mistakes are made. Please drop us a note if your name is not quite right in our records at [info@hornfarmcenter.org](mailto:info@hornfarmcenter.org)



For a full list of individual contributors visit [hornfarmcenter.org/thank-you](https://hornfarmcenter.org/thank-you) or scan the QR code.



# How will the Horn Farm Center transform you?



*"I have learned, and continue to learn, so much from my experiences volunteering at the HFC.*

*Not only have I been able to grow my knowledge about regenerative farming and its practices, I have been able to explore other areas of interest on the farm. This has included ecological gardening, greenhouse management, foraging and land stewarding. The opportunities to learn are bountiful!*

**-Shannon Phifer, HFC Volunteer**



*"There is SO MUCH information packed into 2 hours. After every session, I have so much to think about. Not just related to foraging but the way I live my life. I recommend this to everyone in my life."*

**-Mark, Foraging Program Attendee**

*"After visiting the Horn Farm Center, I admit that I am absolutely in love! The tour guide and other HFC staff that were present were so welcoming and informative. It was evident that they are passionate about the mission of the Center and that was truly inspiring. This place felt like home, and I can't wait to visit again!"*

**-Bethany, Nature Walk Program Attendee**



*"I created a successful business based on what I learned at the Horn Farm Center. I did a lot of networking on my own, and God helped in a lot of ways, but the training and inspiration came from the Horn Farm Center."*

**- Tyler Snelbaker, 2021 LSTP Trainee / 2022 EGTP Trainee**



Our programs are designed for you! [Take our program survey](#), and tell us what you'd like to learn at the Horn Farm Center.







**The Horn Farm Center for  
Agricultural Education**

4945 Horn Road  
York, PA 17406



**Give where you live on May 4 - 5, 9 pm - 9 pm!**

When you donate to the Horn Farm Center during Give Local York, your donations will help us **REGENERATE** the health of the land and **EDUCATE** others to do the same!



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